

**THE DIRECTOR OF
CENTRAL INTELLIGENCE**

3 September 1986

National Intelligence Council

NOTE TO: DDCI

Bob,

Here's a new draft of the letter to Armitage, Solomon, and Rodman on the creation of an informal policy/intelligence working group. It reflects the additions you sought.



Graham E. Fuller
VC/NIC



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The Deputy Director of Central Intelligence

Washington, D.C. 20505

Mr. Richard Solomon
Director, Policy Planning Staff
Department of State
Washington, D.C. 20520

Dear Dick:

We have long shared in an interest in trying to strengthen the interrelationship between intelligence and policy. On occasion we all note some degree of disconnect between what the intelligence community perceives as happening -- and the policies as they are implemented by various agencies in Washington.

I believe there would be considerable merit in establishing an informal periodic working group which would examine three key areas in the intelligence-policy interrelationship:

- Review the status of a variety of long-term issues, possible trends and the likely policy implications. Apart from producing Estimates, the NIC does a good bit of this longer-term thinking that would be of possible use to policymakers.
- Review intelligence requirements as you, the policymakers, see them emerging. This will help us focus better on the issues we need to monitor and think about. We still suffer from periodic problems due to insufficient information on "blue-team" thinking and intentions.
- Review disconnects which NIOs observe between intelligence and policy and try to understand why they exist. Do they spring from a frank disagreement as to what is happening, do they reflect a broader policy agenda rather than a narrower intelligence community view of a problem, or do the policy communities in fact see events moving gradually in the right direction even while recognizing inherent pitfalls raised by the intelligence community?

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We propose that this working group be made up of the Chairman and Vice Chairman of the NIC, the appropriate NIO for the area of policy concerned, Peter Rodman from NSC, Rich Armitage from DoD, and you. Any member could suggest a topic for discussion, but we would look to the NIO first and foremost to raise areas for discussion where he perceives possible disconnect. Periodic revisiting of these potential areas of disconnect would also be useful in trying to gauge whether in fact the negative trends pointed out by the intelligence community are diminishing or growing. Your concerns and views as policymakers would also assist us in better focusing NIEs on key political issues of interest to you.

I would like to have the Vice Chairman of the NIC, Graham Fuller, contact you shortly to discuss the implementation of such an informal working group.

Sincerely,

Robert M. Gates

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CONFIDENTIAL
The Deputy Director of Central Intelligence
Washington, D.C. 20505

The Honorable Peter Rodman
Deputy Assistant to the President
for National Security Affairs (Foreign Policy)
Old Executive Office Building
Washington, D.C. 20506

Dear Peter:

We have long shared in an interest in trying to strengthen the interrelationship between intelligence and policy. On occasion we all note some degree of disconnect between what the intelligence community perceives as happening -- and the policies as they are implemented by various agencies in Washington.

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The Deputy Director of Central Intelligence

Washington, D.C. 20505

The Honorable Richard Armitage
Assistant Secretary of Defense
for International Security Affairs
The Pentagon
Washington, D.C. 20301

Dear Rich:

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